



# STRATEGIC BUSINESS PLAN



Fiscal  
Years **2022 – 24**

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## FY22-24 Performance Scorecard 46



# INTRODUCTION

## from the General Manager

### CONNECTING OUR COMMUNITY



I am honored to introduce Lane Transit District's first ever Strategic Business Plan for fiscal years 2022 – 2024. The goals and initiatives identified as priorities for LTD over the next three years are outlined within this document.

This is an ambitious work plan. It introduces projects and programs that align with our mission of connecting the community and our vision for creating a more connected, sustainable, and equitable community in all that we do.

#### **We Are Driving Community Value**

Community is what makes our region so unique and desirable. Indeed, the past year's unanticipated events have shown us how great this community is in rising to meet the challenges presented by the coronavirus pandemic and unprecedented wildfires.

Today, we understand the value of investing in people more than ever, especially our customers and

essential workers who rely on us to connect them to jobs, medical appointments, grocery stores, and other key destinations, and our dedicated employees who have served courageously to provide service throughout the pandemic.

In developing this plan, five core strategic areas of our operations are highlighted. They include: customer satisfaction, employee engagement, community value, financial health, and sustainability.

Each of the five elements are critical and interdependent to the service we provide – like the gears of a calibrated machine. Specific tactics and performance measures have been developed for each of these five strategic areas, ensuring our aligned focus on work that is vital to our success.

So strong is our commitment to value, we are introducing a performance scorecard that will monitor and measure how well we are achieving in each of the five key areas. The new quarterly LTD Performance Scorecard will show us at LTD and members of our community if we are meeting expectations in our quest to deliver high-quality service and value to the community.

I encourage you to read this document and invite you to check back over the next three years to see for yourself how well we are doing at connecting our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aurora Jackson', written in a cursive style.

Aurora Jackson  
General Manager





“The process of developing this plan created time and space to pause, and collaborate to develop clarity to focus our efforts and measure how we’re doing.

– Collina Beard  
Director of Business Services

# EXECUTIVE Summary

## Development of the Plan

As you will discover in this plan, **Collaboration** is one of the core values that guide our work at LTD. Our team demonstrated a commitment to this value in developing this Strategic Business Plan.

Despite the ongoing challenges of engaging during the coronavirus pandemic, we provided numerous ways to participate and contribute virtually in a safe and healthy manner. We are grateful for the passionate involvement of our workforce – who have invested over 500 hours through virtual workshops and meetings to contribute ideas to shape the plan, and countless more in drafting and refining the tactics and performance metrics – as well as the members of the Board, Strategic Planning Committee, and diverse array of stakeholder representatives who brought the community’s voice to this process.

Here are just a few highlights of our targeted and inclusive approach to developing the plan:

### Virtual Retreats

To kick off the process, we held a series of three virtual, half-day retreats with LTD Directors and Leadership Council, engaging over 40 leaders in

the organization to dig deeper into our “Why” and set the groundwork for the foundational elements of the Strategic Business Plan.

### Diversity Council

Employees from administration to operations comprise this group that is dedicated to advancing diversity, equity, and inclusion within LTD. The Diversity Council provided early input into the plan and critical perspective to shape our **Equity** value.

### Strategic Planning Committee

Members of the LTD Board and other leaders in our community volunteered their time and energy to contribute to this effort throughout five meetings and work sessions, posing constructive questions and considerations that strengthened the plan.

### “Inside the Bus” Meetings

Although these are not actually held inside a bus, these all-hands meetings gather employees from across our organization to share information, brainstorm ideas, and foster collaboration across departments. In one of these sessions, our 50+ live attendees broke into small groups to participate in an exercise critical in defining our organizational values.

**Mission & Vision**

How well do you feel the mission statement represents LTD's core purpose?  
*Connecting our community.*

- 22 of 28 (79%) respondents feel the mission statement represents LTD's core purpose very or extremely well
- About 25% of respondents cited appreciation for the brevity and conciseness of the draft mission statement
- About 15% felt it was too vague and should contain more information about what LTD does

How well do you feel the vision statement represents what LTD strives to achieve?  
*In all that we do, we seek to create a more connected, sustainable, and equitable community.*

- 19 of 28 (68%) respondents feel the vision statement represents what LTD strives to achieve very or extremely well
- About 10% of respondents felt like the "seek to create" phrase lacks commitment
- Some suggestions include adding affordable, accessible, and reliable
- About 30% of respondents liked how broad and clear the draft vision statement is

Participants in the video feed include: Leah Rausch, Kim Le - LTD, Mike Eyster, Thomas Schwetz, Lyndsey Scofield, Aliza Whalen, Pete Knox, and Gerry Gaydos.



## LTD Stakeholder Survey results indicate:

The top three areas to improve LTD customer satisfaction include:

- ✓ More route coverage
- ✓ More frequent service
- ✓ More reliable service



The community recognizes LTD's role in providing equity and access – connecting low-income, minority, elderly, disabled, and others with special mobility needs to essential destinations and opportunities by providing affordable transportation options.



Over 80% of survey respondents believe it's very important for LTD to address sustainability, equity, community value, safety, customer satisfaction, and financial stewardship in the Strategic Business Plan.

### Targeted Community Stakeholder Survey

In addition to drawing information from prior customer, employee, and community surveys and outreach activities, we conducted a targeted community stakeholder survey that asked representatives of equity organizations, social services/nonprofits, advocacy groups, the business community, organized labor, environmental organizations, and educational institutions to provide perspectives on our draft Mission and Vision statements and identify areas of importance to address in our plan.

As we move forward in the implementation and future updates of our Strategic Business Plan, it will be critically important to continue building on these efforts to involve even more voices and perspectives. As you will see in our work plan and performance scorecard, community involvement will be central to our work and how we measure its impact.

“Lane Transit District's strategic plan was developed by staff, with input from community members and the Board. With a clear mission and vision, the strategic plan sets a strong direction for LTD's present and future. The strategic business plan is the Board's guide in setting policies that ensure the District's goals and activities support LTD's mission.”

– Board Chair, Caitlin Vargas





**“I’m excited to have this plan to guide our decisions and bring focus to our mission and values!”**

– Christina Shew  
Director of Finance

## MISSION, VISION & Values

### Mission

Connecting our community.

### Vision

In all that we do, we are committed to creating a more connected, sustainable, and equitable community.

### Values

Organizational values are the guiding principles that represent how we – as individuals and as a team – behave on our way to the future.

As a way to ensure the success of Lane Transit District and because we care, we hold ourselves and our colleagues accountable for living and demonstrating our six core values:

#### Respect

We honor and dignify all individuals by listening intently to their unique contributions and needs — treating others with trust, care, kindness, and courtesy.

#### Integrity

We hold all that we say and do to a high standard of honesty, stewardship, ethics, fairness, and compassion.

#### Innovation

We persist in applying resourcefulness, creativity, and new technology alongside known best practices to best serve our community.

#### Equity

We commit to listening, learning, and including voices from the diverse identities and abilities of our employees and our community — and we take care to consider how our decision-making processes address historic inequities in transportation.

#### Safety

We create a safe environment for our employees, customers, and community — and are always willing to reach out to help, support, and assist others in ways that are safe to all involved.

#### Collaboration

We demonstrate cooperation and excellent team behaviors when working with others — both internally and with our partners in the District — by focusing on common purpose and win-win outcomes.

# SUCCESS Outcomes

Through a collaborative process that was informed by and builds upon our past work, we have identified five overarching measurable success outcomes aligned with our five strategic areas of focus. These clear definitions of success will keep our team focused on ensuring that our work has impact in these critical areas, and provides the Board and our community with the ability to hold us accountable for meeting these key outcomes.

As part of the strategic planning process, our team also developed performance metrics and tactics aligned with each of the strategic areas that will enable us to make progress towards realizing these outcomes. This alignment of success outcomes, performance metrics, and tactics provides our staff with the ability to clearly connect their work activities to the success of the organization, empowering and inspiring them to produce results that matter.

(Detailed definitions for these success outcomes can be found in the Organizational Performance Scorecard section of this document beginning on page 46.)

## CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

## EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%\*.

## COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

## FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

## SUSTAINABILITY

Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.



A reduction in Greenhouse Gas Emissions of 70%.

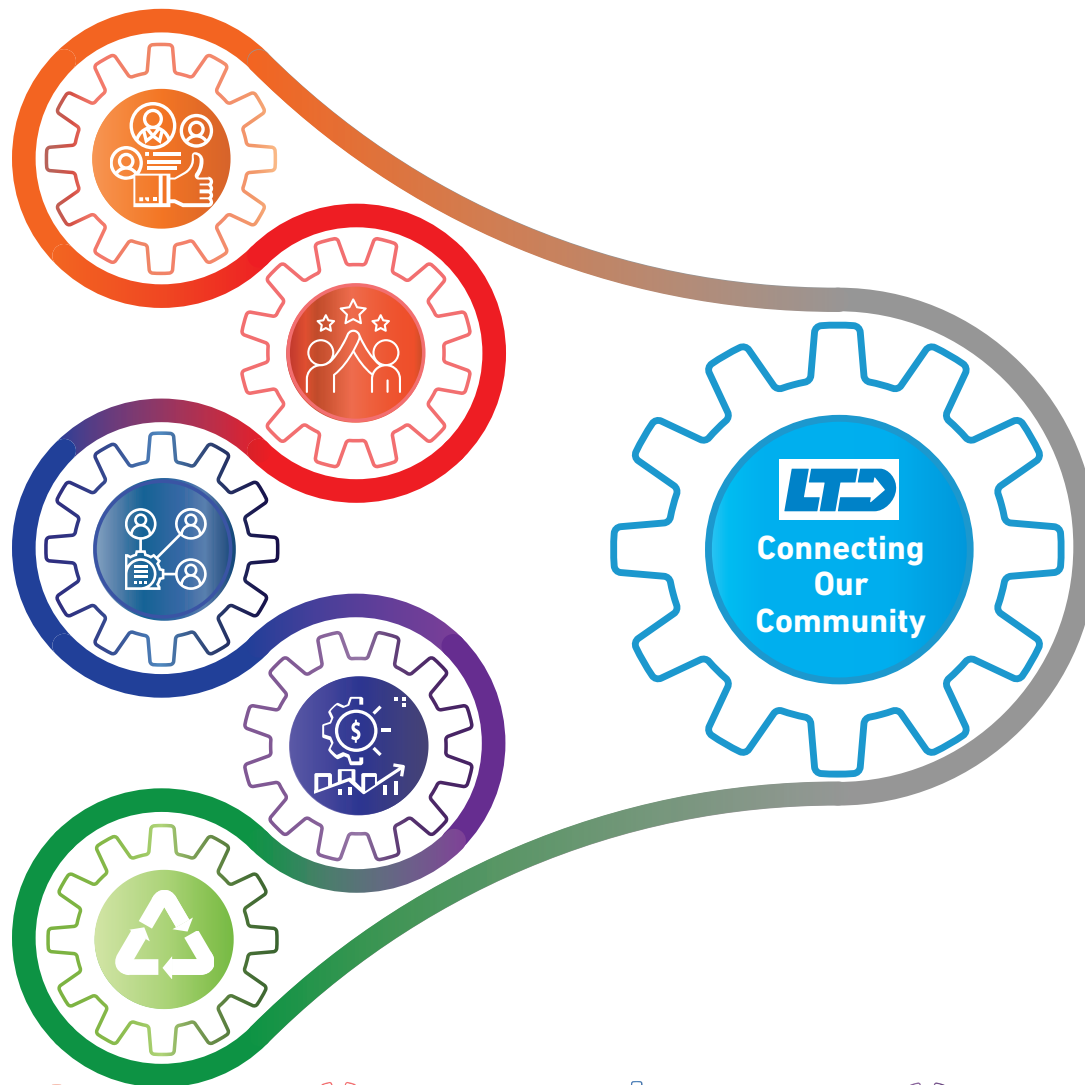
\*The Employee Engagement Score will be a composite of three key indicators of engagement from the Employee Survey: understanding of how employee performance is linked to LTD's success, agreement that LTD leadership is invested in employee success, and agreement that employees are provided the tools needed to work successfully.



# LTD STRATEGIC Business Plan

High level performance in each of the five primary strategic priority areas of LTD operations will pave the way for LTD to achieve our mission of Connecting Our

Community. A tactical work plan as well as a performance scorecard have been developed in alignment with each primary strategic priority area.



## Customer Satisfaction

Work activities and performance goals that align LTD teams on delivering outstanding customer service.

Work Plan Tactics

8

Performance Metrics

8



## Employee Engagement

Initiatives and performance goals centered on attracting and retaining a high quality workforce.

Work Plan Tactics

9

Performance Metrics

5



## Community Value

Projects, programs, and performance goals aimed at providing strong value for the community.

Work Plan Tactics

7

Performance Metrics

4



## Financial Health

Work plan tactics and performance goals focused on maintaining LTD's strong financial position.

Work Plan Tactics

4

Performance Metrics

3



## Sustainability

Specific steps and performance goals to help LTD do its part to preserve and protect the environment.

Work Plan Tactics

3

Performance Metrics

4



# WORK Plan

This section of the Strategic Business Plan outlines the detailed work plan teams will implement over the course of 2022 and 2023. Tactics included on the next several pages are in alignment with the five primary strategic areas identified as critical to LTD service.

Each tactic is a program, project or activity aligned to at least one of five primary strategic priorities:

1. Customer Satisfaction
2. Employee Engagement
3. Community Value
4. Financial Health
5. Sustainability

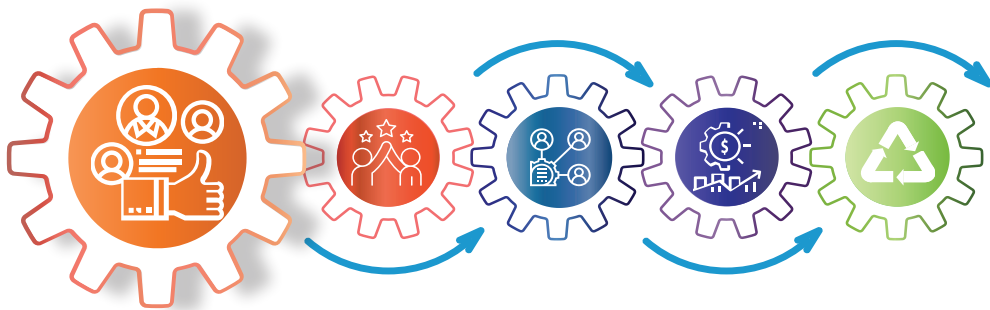
Each tactic has an owner who serves as project manager, and is responsible for oversight of a team charged with completing the tactic.

Tactic owners have developed the detailed tactic outlines presented on the following pages. Each worksheet provides scope of work and quarterly milestones. Some of the tactics continue over the second and third quarters of 2023.

You may notice some internal LTD jargon in the milestones for some of our tactics (e.g. Blue Cards) because these are meaningful for the LTD staff responsible for implementing and tracking these initiatives. While you may not understand every term, our intent is to provide enough information that you can get a good sense for what we are trying to accomplish with each tactic.

LTD leadership team will review progress of each tactic at least on a quarterly basis to ensure that projects are advancing as planned.





## Customer Satisfaction Work Plan Tactics

Measure Customer Satisfaction – Fixed Route

Measure Customer Satisfaction – Paratransit

Improve Trip Efficiencies & Performance – Ridesource

Maintain On-Time Performance – Fixed Route

Conduct Courtesy Training For Operations / Public Safety


Enhance Customer Convenience

Comprehensive Operations Analysis – Ridesource

Establish Baseline Analysis Of Equity Of LTD Services



# Customer Satisfaction Work Plan

 CUSTOMER SATISFACTION WORK PLAN	
MEASURE CUSTOMER SATISFACTION – FIXED ROUTE	
<b>DESCRIPTION</b> Complete annual Customer Satisfaction Survey (CSS) for fixed route to identify current perceptions and areas to improve satisfaction.	
<b>OWNER</b> Cosette Rees, Director of Customer and Specialized Services	
2022 Quarterly Milestones	
Q2	<ul style="list-style-type: none"> <li>• Analysis of and report/presentation of ABBG Survey</li> <li>• Develop goals and a plan for customer satisfaction improvement</li> <li>• Identify priorities and cost of needed improvement</li> <li>• Track implementation of improvements</li> </ul>
Q3	<ul style="list-style-type: none"> <li>• Track implementation of improvements</li> <li>• Track performance of improvements</li> <li>• Prepare for 2022 ABBG survey</li> </ul>
Q4	<ul style="list-style-type: none"> <li>• Participate in annual ABBG survey</li> <li>• Encourage participation in the survey to improve results and representation</li> </ul>
2023 Quarterly Milestones	
Q1	<ul style="list-style-type: none"> <li>• Present report of survey; highlighting areas of strengths and weaknesses</li> <li>• Amend goals and plan for customer satisfaction improvement</li> <li>• Identify cost of needed improvement</li> </ul>



## CUSTOMER SATISFACTION WORK PLAN

# MEASURE CUSTOMER SATISFACTION – PARATRANSIT

### DESCRIPTION

Periodic Customer Satisfaction Surveys (CSS) for non-emergency medical transportation (NEMT) and paratransit to identify and benchmark current perceptions and identify areas to improve satisfaction.

### OWNER

Cosette Rees, Director of Customer and Specialized Services

### 2022 Quarterly Milestones

Q2

- Analysis of and report/presentation of first ABBG Paratransit Survey
- Develop goals and a plan for customer satisfaction improvement
- Identify priorities and cost of needed improvement
- Track implementation of improvements
- Develop and implement a periodic survey plan which incorporates ABBG, NEMT, and other surveys while minimizing survey fatigue

Q3

- Track implementation of improvements
- Track performance of improvements
- Prepare for 2022 ABBG survey
- Implement periodic NEMT survey

Q4

- Participate in annual ABBG survey
- Encourage and incentivize participation in the survey to improve results and representation

### 2023 Quarterly Milestones

Q1

- Present report of survey findings; highlighting areas of strengths and weaknesses
- Amend goals and plan for customer satisfaction improvement
- Identify cost of needed improvement
- Present report of survey findings; highlighting areas of strengths and weaknesses
- Amend goals and plan for customer satisfaction improvement
- Identify cost of needed improvement



## IMPROVE TRIP EFFICIENCIES & PERFORMANCE – RIDESOURCE

### DESCRIPTION

Identify best practices and implement procedures to optimize on-time performance and mitigate ride no-shows across the various programs provided through the RideSource Call Center (RSCC).

### OWNER

Cosette Rees, Director of Customer and Specialized Services

### 2022 Quarterly Milestones

Q2

Complete analysis of on-time and no-show performance by program; identify areas of concern; perform root cause analysis

Q3

Develop solutions to address root causes for priorities identified in analysis

Q4

- Implement and evaluate interventions
- Monitor and continue analysis and improvement

### 2023 Quarterly Milestones

Q1

- Implement and evaluate interventions
- Monitor and continue analysis and improvement







# MAINTAIN ON-TIME PERFORMANCE – FIXED ROUTE

### DESCRIPTION

Conduct analysis and make adjustments to maintain 90% on-time performance for three consecutive years. On-time performance is defined as the percent of trips completed within the scheduled on-time window of no more than four minutes past the scheduled time for arrival.

### OWNER

Tom Schwetz, Director of Planning & Development

### 2022 Quarterly Milestones

## Q2

- Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of winter bid
- Start analysis of current OTP from Crystal reports, Sequel excel reports, driver performance, and Route profiles for analysis of OTP for winter bid
- Use step one and two information to compare to previous quarter OTP
- Complete analysis of OTP and make adjustments to routes for winter bid

## Q3

- Implement winter bid
- Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of OTP for summer bid

## Q4

- Continue to collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis of summer bid
- Start analysis of current OTP from Crystal reports, Sequel excel reports, driver performance, and Route profiles for summer bid
- Use step one and two information to compare to previous quarter OTP
- Complete analysis of OTP and make adjustments to routes for summer bid
- Implement summer bid
- Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis for fall bid
- Start analysis of current OTP from Crystal reports, Sequel excel reports, driver performance, and Route profiles fall bid
- Use step six and seven information to compare to previous quarter OTP for fall bid
- Complete analysis of OTP and make adjustments to routes for fall bid

### 2023 Quarterly Milestones

## Q1

- Implement fall bid
- Collect Blue cards and customer input forms (CIF) from drivers, operations, customer service, and riders for analysis for winter bid



## CONDUCT COURTESY TRAINING FOR OPERATIONS/PUBLIC SAFETY

### DESCRIPTION

Develop and implement a customer service/courtesy training module for transit supervisors, bus operators, and public safety personnel.

### OWNER

Jake McCallum, Director of Transit Operations

### 2022 Quarterly Milestones

Q2

Develop the customer service/courtesy training module

Q3

Use the customer service/courtesy training module for all new hires, and individuals identified with higher than average customer complaints or poor customer interactions

Q4

Provide the customer service/courtesy training to all supervisory and public safety personnel

### 2023 Quarterly Milestones

Q1

Provide the customer service/courtesy training to all bus operators as part of the annual training curriculum



## CUSTOMER SATISFACTION WORK PLAN

# ENHANCE CUSTOMER CONVENIENCE

### DESCRIPTION

Implement/enhance strategies to improve customer convenience. These include methods for customers to get information about services such as our phone system, trip planning information, paying fares, and using online resources.

### OWNER

Cosette Rees, Director of Customer and Specialized Services

### 2022 Quarterly Milestones

Q2

- Assess/ develop / procurement for website improvements
- Create a plan for web content development and monitoring
- Assess digital/social media engagement; create goals and plan for increased engagement; plan for monitoring and improving
- Implement Voice over Internet Protocol (VoIP) system; create standard operating procedures (SOPs); develop plan to monitor and maintain
- Identify opportunities to use VOIP system to enhance Customer Convenience
- Identify goals for call wait times and strategies to accomplish goals
- Assess/develop plan for optimizing convenience using e-fare system (i.e., messaging, availability, expanding/regionalization)
- Develop goals and plan for Trip Planner/Mobile Wallet project (long-term)
- Identify funding and staffing to accomplish goals
- Identify options for an after-hours call system for RideSource

Q3

- Track progress on above projects
- Monitor performance and make adjustments as appropriate
- Implement after-hours call system for RideSource
- Submit budget for FY23

Q4

- Track progress on above projects
- Monitor performance and make adjustments as appropriate

### 2023 Quarterly Milestones

Q1

- Track progress on above projects
- Monitor performance and make adjustments as appropriate





## COMPREHENSIVE OPERATIONS ANALYSIS – RIDESOURCE

### DESCRIPTION

The RideSource Call Center (RSCC) has experienced significant changes in programs and models over the past 10 years. This comprehensive look includes a cost/benefit analysis, and recommendations of how we can best use our resources to provide value to our community to ensure we are moving forward strategically and intentionally.

### OWNER

Cosette Rees, Director of Customer and Specialized Services

### 2022 Quarterly Milestones

Q2

Complete scope of work and identify plan to complete the analysis

Q3

Procure a consultant

Q4

- Complete analysis and create report
- Deliberate on results and create final recommendations

### 2023 Quarterly Milestones

Q1

Develop an implementation plan and identify requirements for recommendations



## ESTABLISH BASELINE ANALYSIS OF EQUITY OF LTD SERVICES

### DESCRIPTION

Understand current use of LTD services by minoritized communities and evaluate their transportation needs.

### OWNER

Tom Schwetz, Director of Planning & Development

### 2022 Quarterly Milestones

Q2

- Project kick-off meeting to determine scope, schedule, roles and responsibilities of project
- Define goals & objectives

Q3

- Develop metrics and process on how to measure
- Assess existing conditions, such as fares, accessibility of LTD information, demographics of users
- Engage Diversity Council in gathering initial internal input

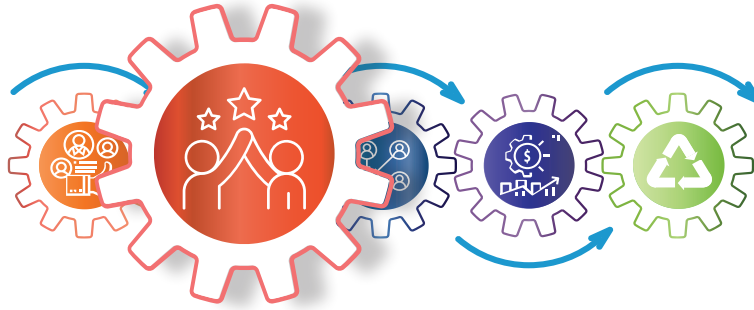
Q4

- Assess existing conditions, such as fares, accessibility of LTD information, demographics of users
- Develop strategies to gather in-depth travel patterns and needs of minoritized groups (i.e. survey, focus groups, and interviews)

### 2023 Quarterly Milestones

Q1

- Gather information on travel patterns and service needs
- Identify resources to address access or service to minoritized groups or to advance equity based on need (e.g. translation services, mobility access, passes to increase access to public meetings, etc.)



## Employee Engagement Work Plan Tactics

Manage Employee Turnover

Implement Workforce Diversity Initiatives

Conduct Internal Customer Survey

Conduct Employee Events

Provide Development Opportunities

IT Process Improvement

Continuous Improvement Program

IT Task Scheduling Communication

Succession Planning



## MANAGE EMPLOYEE TURNOVER

### DESCRIPTION

Minimize employee turnover while ensuring that employees are a good fit for the agency.

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

Establish Employee Turnover Base Rate by calculating employee turnover rate (take the number of employees who have left the company in a specified period and divide it by the average number of employees)

Q3

Prep/Schedule leadership training for all supervisors

Q4

- Prep for Third-Party Market Compensation Analysis on employee compensation for Lane County-wide and amongst transit agency peers (RFP or internal)
- Conduct leadership training for all supervisors

### 2023 Quarterly Milestones

Q1

Conduct Marketplace Compensation Analysis







# IMPLEMENT WORKFORCE DIVERSITY INITIATIVES

### DESCRIPTION

Establish metrics to report out on Workforce Diversity Initiatives (i.e. hiring demographics, internal/external promotions, etc.).

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

- Director Diversity Training – Dr. Lake Consulting
- Establish metrics for measuring Workforce Diversity Initiatives
  - Internal promotion v. external hire
  - Employee turnover
  - Hiring demographics
  - Diversity of employees v. applicant pool
  - Diversity across the District – metrics uniform across different departments?
  - Diversity at Leadership level
  - Job Satisfaction
  - Job Retention – consistent across women and minorities?

Q3

- Metrics - Quarterly Report
- Pay Equity Analysis Conducted
- Schedule/Prep for Unconscious Bias Interview Training
- Diversity Training/Learning
- Diversity Council/Book Club Participation

Q4

- Metrics - Quarterly Report
- Diversity Training/Learning
- Diversity Council/Book Club Participation

### 2023 Quarterly Milestones

Q1

- Metrics - Quarterly Report
- Diversity Training/Learning
- Diversity Council/Book Club Participation



## CONDUCT INTERNAL CUSTOMER SURVEY

### DESCRIPTION

Design and administer Internal Customer Surveys to establish baseline measures of internal satisfaction and responsiveness across departments.

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

- Establish Team
- Agree upon internal satisfaction metrics
- Create standard survey/questionnaire (i.e. what areas of focus could be)
  - Employee Satisfaction metrics
  - Employee Productivity metrics
  - Better Service metrics

Q3

Conduct Admin Department Surveys

Q4

- Conduct Admin Department Surveys
- Evaluate Q3 Data
- Team provides recommendations & feedback

### 2023 Quarterly Milestones

Q1

- Conduct Admin Department Surveys
- Evaluate Q4 Data
- Team provides recommendations & feedback



## CONDUCT EMPLOYEE EVENTS

### DESCRIPTION

Provide opportunities for ongoing employee events to engage staff and create team-building.

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

- Employee Events Committee Meet/Discuss Opportunities
- Revisit COVID Protocols – Training/Events Gathering, such as annual Roadeo
- Establish Quarterly Event Training Calendar – Wellness Initiative
- Inside the Bus Attendance Metric

Q3

- Deliver Quarterly Event Training Calendar – Wellness Initiative
- Revisit COVID Protocols – Training/Events Gathering
- Hold Quarterly Employee Appreciation Event
- Conduct Transit Operator Appreciation Day events
- Inside the Bus Attendance Metric

Q4

- Deliver Quarterly Event Training Calendar – Wellness Initiative
- Hold Quarterly Employee Appreciation Event
- Inside the Bus Attendance Metric

### 2023 Quarterly Milestones

Q1

- Deliver Quarterly Event Training Calendar – Wellness Initiative
- Hold Quarterly Employee Appreciation Event (Day of Caring/Volunteer Day?)
- Inside the Bus Attendance Metric



# PROVIDE DEVELOPMENT OPPORTUNITIES

### DESCRIPTION

Develop and promote Training and Learning Tools for on-the-job success.

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

- Promote Learning Tools through Learning Management System (LMS), LinkedIn Learning, Employee Assistance Program (EAP) Training
- Define Metrics to include: Hours of Training Received (Continuing Education – internal vs. external), broken out by department

Q3

- Report out on Quarterly Metrics for Hours of Training Received
- Promote Learning Tools through LMS, LinkedIn Learning, Employee Assistance Program (EAP) Training
- Establish process for Diversity, Equity, and Inclusion (DEI) education & training

Q4

- Report out on Quarterly Metrics for Hours of Training Received
- Promote Learning Tools through LMS, LinkedIn Learning, EAP Training
- Establish process to ensure timely staff performance evaluations

### 2023 Quarterly Milestones

Q1

- Report out on Quarterly Metrics for Hours of Training Received, EAP Training
- Meet with Directors to discuss job-sharing, mentoring programs for internal promotion opportunities





## IT PROCESS IMPROVEMENT

### DESCRIPTION

Implement an ITIL4.0-based process improvement strategy to transform IT to a service-based model.

### OWNER

Robin Mayall, Director of IT & Innovation

### 2022 Quarterly Milestones

Q2	<ul style="list-style-type: none"> <li>• Complete current state analysis of IT Service System (ITIL4.0 Guiding Principle: Start Where You Are)</li> <li>• Engage organization stakeholders in discussion of IT service (ITIL4.0 Guiding Principle: Think And Work Holistically)</li> <li>• Select first area in Service System to change (ITIL4.0 Guiding Principle: Progress Iteratively With Change) – Change #1</li> <li>• Gather metrics on Change Area #1 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Determine appropriate changes to ManageEngine configuration to support Change #1 (ITIL4.0 Guiding Principle: Optimize and Automate)</li> <li>• Communicate change to organization and receive feedback (ITIL4.0 Guiding Principle: Collaborate and Promote Visibility)</li> <li>• Review metrics from before/after Change #1 (ITIL4.0 Guiding Principle: Focus on Value)</li> </ul>
Q3	<ul style="list-style-type: none"> <li>• Review feedback from stakeholders of IT Systems Change #1 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Engage organization stakeholders in discussion of next IT service change (ITIL4.0 Guiding Principle: Think And Work Holistically)</li> <li>• Select second area in Service System to change (ITIL4.0 Guiding Principle: Progress Iteratively With Change) – Change #2</li> <li>• Gather metrics on Change Area #2 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Determine appropriate changes to ManageEngine configuration to support Change #2 (ITIL4.0 Guiding Principle: Optimize and Automate)</li> <li>• Communicate change to organization and receive feedback (ITIL4.0 Guiding Principle: Collaborate and Promote Visibility)</li> <li>• Review metrics from before/after Change #2 (ITIL4.0 Guiding Principle: Focus on Value)</li> </ul>
Q4	<ul style="list-style-type: none"> <li>• Review feedback from stakeholders of IT Systems Change #2 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Engage organization stakeholders in discussion of next IT service change (ITIL4.0 Guiding Principle: Think And Work Holistically)</li> <li>• Select third area in Service System to change (ITIL4.0 Guiding Principle: Progress Iteratively With Change) – Change #3</li> <li>• Gather metrics on Change Area #3 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Determine appropriate changes to Manage Engine configuration to support Change #3 (ITIL4.0 Guiding Principle: Optimize and Automate)</li> <li>• Communicate change to organization and receive feedback (ITIL4.0 Guiding Principle: Collaborate and Promote Visibility)</li> <li>• Review metrics from before/after Change #3 (ITIL4.0 Guiding Principle: Focus on Value)</li> </ul>

### 2023 Quarterly Milestones

Q1	<ul style="list-style-type: none"> <li>• Review feedback from stakeholders of IT Systems Changes 1 - 3 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Review metrics on Change Areas 1 - 3 (ITIL4.0 Guiding Principle: Focus on Value)</li> <li>• Look at IT Service System holistically and evaluate Changes 1 – 3 internally (ITIL4.0 Guiding Principle: Think And Work Holistically)</li> <li>• Perform any additional integration and consolidation work to make Changes 1 – 3 work together seamlessly for organization (ITIL4.0 Guiding Principle: Optimize and Automate)</li> <li>• Communicate systems service changes to organization and receive feedback on the whole effort before tackling the next batch of changes (ITIL4.0 Guiding Principle: Collaborate and Promote Visibility)</li> </ul>
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# CONTINUOUS IMPROVEMENT PROGRAM

### DESCRIPTION

Implement Continuous Improvement Program, including training, inventory of opportunities, and prioritization of projects.

### OWNER

Collina Beard, Director of Business Services

### 2022 Quarterly Milestones

## Q2

- Fieldwork for discovery with visual tools for improvement prioritization (e.g. Process mapping, swim lanes, visual aids)
- Desired state process mapping for new Enterprise Resource Planning (ERP) system
- Internal continuous improvement (LTD CI) training program established

## Q3

- ERP project participation
- Prioritize departments for targeted Continuous Improvement based on fieldwork discovery in Q2 (eg. IT strategy) – implement daily management system
- Key learning milestone for leadership: Standard Operating Procedures (SOPs) – create and maintain
- Phase 1 LTD CI Training - Report on the % of employees attending introduction to Continuous Improvement training (dependency on Litmos/LMS as a tracking tool)

## Q4

- ERP project participation
- Continue targeted CI with focus departments – implement dashboards
- Phase 2 LTD CI Training - Report on the % of employees attending introduction to Continuous Improvement training (dependency on Litmos/LMS as a tracking tool)
- Continuous Improvement Governance Team established
- Advanced Continuous Improvement training for Leadership Council completed

### 2023 Quarterly Milestones

## Q1

- ERP project participation
- Continue targeted CI with focus processes and/or departments – implement DMS and dashboards
- Continuous Improvement training for all administrative staff completed
- Continuous Improvement training plan for training Operational staff
- Continuous Improvement training for new hires implemented



## IT TASK SCHEDULING & COMMUNICATION

### DESCRIPTION

Implement a process by which to schedule IT work items and to clearly communicate IT Tasks, Processes, and Work to organization stakeholders so that effective trade-offs can be made for necessary tasks.

### OWNER

Robin Mayall, Director of IT & Innovation

### 2022 Quarterly Milestones

Q2

- Analyze current workflow and task state for each IT Component (Network, Systems, Applications, Data, ITS, Project Management)
- Choose a tool to effectively update and communicate the current state of IT Tasks/Workflow
- Determine ideal state of IT Tasks/Workflow
- Determine metrics for IT Task/Workflow/Timeline measurement
- Create first communication to organization of current state

Q3

- Develop plan to migrate from IT Current State to Desired State
- If Workflow tool is new to the organization, procure, install, and configure
- Enter current state of IT Tasks/Workflow into tool
- Create data procedures to support metrics

Q4

- Engage stakeholders to determine best approach for prioritizing and evaluating Task/Workflow requests and associated trade-offs
- Implement Prioritization approach for Task/Workflow requests and associated trade-offs in tool or system
- Review baseline metrics

### 2023 Quarterly Milestones

Q1

- Communicate agreed-upon prioritization approach to stakeholders and demonstrate tool/system for introducing new tasks into system
- Implement full stakeholder engagement in system
- Review metrics from first three months of engagement
- Create any necessary changes to system to improve effectiveness
- Review system with stakeholders



## SUCCESSION PLANNING

### DESCRIPTION

Develop and implement a succession plan to develop staff for current and future agency needs and respond to workforce disruptions.

### OWNER

Aurora Jackson, General Manager and Mark Johnson, Assistant General Manager

### 2022 Quarterly Milestones

Q2

- Develop list of recommendations
- Presentations to directors, Leadership Council, Employee Council

Q3

- Prioritization process to determine implementation phasing
- Identify resourcing and team(s)

Q4

- Implement priority 1 recommendations

### 2023 Quarterly Milestones

Q1

- Evaluate priority 1 implementations
- Continue developing process of implementation for the remaining priority recommendations





## Community Value Work Plan Tactics

Conduct Comprehensive Operations Analysis (COA)

Create Sustainable Services Stability Fund

Strengthen & Streamline Vendor & Partner Relations

Ensure Diversity Equity Inclusion Participation In Bidding Opportunities

IT Disaster Recovery & Resiliency

Communications: LTD As Transportation Leader

Establish Community Partnerships For Talent Pipeline



## CONDUCT COMPREHENSIVE OPERATIONS ANALYSIS (COA)

### DESCRIPTION

The COA is a comprehensive assessment and evaluation of LTD's range of mobility services. The COA process will lead to a clear statement of transit goals and priorities that LTD can use to guide future transit planning and investment.

### OWNER

Tom Schwetz, Director of Planning & Development

### 2022 Quarterly Milestones

Q2

- Determine executive management and Board objectives and goals for COA
- Re-engage with consultant to develop scope of work
- Project kick-off

Q3

- Engage Board and Committees to begin COA process
- Develop communications plan for Board adoption
- Begin existing conditions analysis
- Assess ridership impacts and trends as a result of COVID-19
- Mobilize and deploy communications plan
- Re-engage the Technical Advisory Committee (TAC)

Q4

- Continue existing conditions analysis
- Begin updating Service Policy
- Deploy communications plan and continue throughout entirety of project
- Ongoing engagement with boards and committees throughout entirety of project

### 2023 Quarterly Milestones

Q1

- Evaluate route level productivity based on Service Policy
- Develop preliminary service improvement scenarios
- Begin to evaluate increases to access or service to minoritized groups and to advance equity



## CREATE SUSTAINABLE SERVICES STABILITY FUND

### DESCRIPTION

Creation of a sustainable services stability reserve to ensure continued service in times of crisis (e.g. pandemics, fires, disasters, recessions, etc.).

### OWNER

Christina Shew, Director of Finance

### 2022 Quarterly Milestones

Q2

- Research best practices for creating and managing a sustainable services stability fund
- Design accounting model for sustainable services stability fund
- Design policy for sustainable services stability fund

Q3

- Obtain Budget Committee approval for the sustainable services stability fund and policy
- Obtain Board adoption of the sustainable services stability fund and policy
- Include sustainable services stability fund in the FY23 Budget and Long-Range Financial Plan (LRFP)

Q4

- Obtain Budget Committee approval for the sustainable services stability fund and policy
- Obtain Board adoption of the sustainable services stability fund and policy
- Include sustainable services stability fund in the FY23 Budget and Long-Range Financial Plan (LRFP)

### 2023 Quarterly Milestones

Q1

- Implement the sustainable services stability fund and policy



## COMMUNITY VALUE WORK PLAN

# STRENGTHEN & STREAMLINE VENDOR & PARTNER RELATIONS

### DESCRIPTION

Improve vendor's overall understanding of LTD's processes of procurement and provide better outreach to vendors on the processes and bidding opportunities.

### OWNER

Collina Beard, Director of Business Services

### 2022 Quarterly Milestones

Q2

- Research how best to reach out to vendors, what are other agencies doing, best practices, events that are coming up, and new ways of doing business since COVID
- Review and improve Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis for internal use and external communication
- Develop a Vendor/Supplier Survey to better educate us on the needs of our vendors
- Research and reach out to other transit agencies on how they best perform Vendor Fairs

Q3

- Send out Vendor/Supplier survey to help better build our Vendor Fair
- Develop a Vendor Fair/Open House event for Procurement and Materials Management (how do to business with us, what our procurement processes are, Q&A)

Q4

- Hold a Vendor Fair before the new Fiscal Year to help educate vendors on upcoming procurements and our processes
- Continue outreach opportunities, events, reverse vendor shows to attend

### 2023 Quarterly Milestones

Q1

- Review all forms of communication with vendors that we have worked on and streamline how we communicate. Example: All forms of communication with vendors is through our Procurement site? What did we learn from the Survey and Vendor Fair, how can we do better with our outreach?





## ENSURE DIVERSITY EQUITY INCLUSION PARTICIPATION IN BIDDING OPPORTUNITIES

### DESCRIPTION

Increase bidding opportunities for Disadvantaged Business Enterprises (DBEs) by providing an equitable and inclusive solicitation process.

### OWNER

Collina Beard, Director of Business Services

### 2022 Quarterly Milestones

Q2

- Pre-quarter 2 – Start with Procurement staff training
- Strengthen department best practices
- Implementation of B2GNow
- Research quarterly DBE vendors in the region – get added to B2GNow
- Refine solicitation process to include DEI scoring – ¼ of the total value
- Vendor outreach programs – attend vendor outreach meetings (OAME/CADE, Chamber of Commerce, SBA)
- Work with DOT and other transit agencies to learn about their DBE programs
- Develop “How to do business with LTD” handout

Q3

- Host open house for DBE vendors – reverse vendor fair
- Continue quarterly research to find DBE vendors in the region – get added to B2GNow
- Continue vendor outreach programs – attend vendor outreach meetings (OAME/CADE, Chamber of Commerce, SBA)
- Review Q2 DBE spend – start tracking progress

Q4

- Continue quarterly research to find DBE vendors in the region – get added to B2GNow
- Continue vendor outreach programs – attend vendor outreach meetings (OAME/CADE, Chamber of Commerce, SBA)
- Review Q3 DBE spend – look for trends – how can we do better

### 2023 Quarterly Milestones

Q1

- Host 2nd open house for DBE vendors – reverse vendor fair – Consider countywide agency participation
- Continue quarterly research to find DBE vendors in the region – get added to B2GNow
- Continue vendor outreach programs – attend vendor outreach meetings (OAME/CADE, Chamber of Commerce, SBA)
- Review Q4 DBE spend – measure against outreach and open house participation



## IT DISASTER RECOVERY & RESILIENCY

### DESCRIPTION

Implement the IT Disaster Recovery Plan.

### OWNER

Robin Mayall, Director of IT & Innovation

### 2022 Quarterly Milestones

Q2

- Complete Redundant Fiber Connection – one of five major components of IT Disaster Recovery Plan (Redundant Fiber Path Component)
- Initiate plan for SQL Server Consolidation (Data Warehouse Component)
- Complete Project Plan for VoIP Implementation (VoIP Component)
- Complete initial discovery and planning for M365 migration (Office 365 Component)
- Complete first stage Backup Solution - Cerium/Dell implementation (Backup Solution Component)

Q3

- Consolidate first batch of SQL Servers (Data Warehouse)
- Complete Stage 1 Implementation (VoIP)
- Complete Plan for Stage 1 Implementation based on discovery/planning (Office 365)
- Complete second state Backup Solution - Commvault implementation (Backup Solution)

Q4

- Consolidate second batch of SQL Servers (Data Warehouse)
- Complete Stage 2 Implementation (VoIP)
- Complete Plan for Stage 2 Implementation based on discovery/planning (Office 365)
- Complete plan for M365 email backups in Commvault Metallic (Backup Solution)

### 2023 Quarterly Milestones

Q1

- Consolidate final batch of SQL Servers (Data Warehouse)
- Complete Final Implementation (VoIP)
- Complete Stage 1 Implementation (Office 365)
- Complete requisition and procurement for M365 email backups in Commvault Metallic (Backup Solution)



## COMMUNICATIONS: LTD AS TRANSPORTATION LEADER

### DESCRIPTION

Implement strategies to measure and build an understanding of LTD as a valued community partner; build ridership in the short-term as we emerge from COVID-19; and long-term, enhance opportunities to engage the community on timely and valued transportation-related topics.

### OWNER

Cosette Rees, Director of Customer and Specialized Services

### 2022 Quarterly Milestones

Q2

- Complete first Community Value Survey; present results
- Implement a robust communication plan to reengage riders and our community geared toward rebuilding ridership post-COVID
- Develop community partnership plan to communicate community benefits; plan to engage community to prioritize areas of focus
- Publish first annual community report

Q3

- Track progress on above projects
- Monitor performance and make adjustments as appropriate
- Submit budget for FY23

Q4

- Track progress on above projects
- Monitor performance and make adjustments as appropriate

### 2023 Quarterly Milestones

Q1

- Track progress on above projects
- Monitor performance and make adjustments as appropriate



## COMMUNITY VALUE WORK PLAN

# ESTABLISH COMMUNITY PARTNERSHIPS FOR TALENT PIPELINE

### DESCRIPTION

Identify and foster community partnerships to help train and support future recruitments at LTD.

### OWNER

Taryn Kline/Human Resources

### 2022 Quarterly Milestones

Q2

- Define Community Partnerships - technical (local, state, regional, national)
- Define Community Partners with Diversity, Equity, and Inclusion (DEI) lens for opportunities
- Open communication channel for Community Partners once defined

Q3

- Participate in 1-2 Career Fairs – College/High School/ Technical Programs
- Define LTD partnership with Fleet to broaden Diesel Tech Program
- Develop sourcing strategy to assess talent pool for Bus Operators

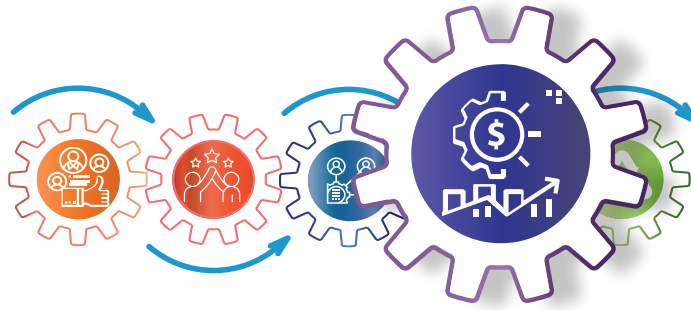
Q4

- Participate in 1-2 Career Fairs – College/High School/ Technical Programs
- Assess talent pool for Bus Operators for timely Fall Bid

### 2023 Quarterly Milestones

Q1

- Establish baseline partnership goals for FY23
- Establish baseline events calendar with Talent Partnerships for Sept 2022 school year



## Financial Health Work Plan Tactics

Develop IT Hardware/Software Replacement Plan

Define Financial Forecasting Model

Assess & Evaluate Long-Term Financial Stability

Increase Operational Efficiency



## DEVELOP IT HARDWARE/SOFTWARE REPLACEMENT PLAN

### DESCRIPTION

Implement a system of tracking for IT hardware and software assets that will maximize the useful life of each asset and set target dates for replacement while minimizing risks, meeting the business requirements of the District, and ensuring fiscal responsibility.

### OWNER

Robin Mayall, Director of IT & Innovation

### 2022 Quarterly Milestones

## Q2

- Inventory of IT Software, Hardware, Network, and ITS assets – in Excel
- Research IT Inventory systems to determine if cost-effective tracking methods exist that would provide a benefit
- Research and determine lifespan of initial batch (10% ) of IT Assets

## Q3

- Create policy – best practices for on-prem software replacement lifecycle
- Research and determine lifespan of 2nd batch (25%) of IT Assets – focus on those likely to expire first
- Budget preparation – include funding for any near-expiration IT Assets
- Create requisition for Inventory System (if deemed appropriate in Q2 FY22)

## Q4

- Create policies – best practices for lifecycles of cloud software and IT user hardware (laptops, desktops, monitors, etc.)
- Research and determine lifespan of 3rd batch (25%) of IT Assets – focus on large ticket items likely to become capital projects
- Budget preparation – include funding for any large capital replacement projects
- Research and purchase Inventory System (if deemed appropriate in Q2 FY22)

### 2023 Quarterly Milestones

## Q1

- Create policies – best practices for lifecycles of IT Network and Systems hardware and ITS hardware
- Research and determine lifespan of 4th batch (40%) of IT Assets
- Upload inventory data into Inventory System (if one has been purchased). If not, clean up data in Excel and provide structure





## DEFINE FINANCIAL FORECASTING MODEL

### DESCRIPTION

Define current financial forecasting model to increase organizational understanding and awareness of the District's financial health and begin continuous improvement process on financial forecasting models.

### OWNER

Christina Shew, Director of Finance

### 2022 Quarterly Milestones

Q4

Define and develop scope of what financial forecasting is aiming to achieve

### 2023 Quarterly Milestones

Q1

- Develop a standard format/scorecard for presenting financial performance
- Prepare financial performance scorecard
- Design a cadence for reviewing and discussing financial performance at various levels of the organization





## ASSESS & EVALUATE LONG-TERM FINANCIAL STABILITY

### DESCRIPTION

Identify cross-organizational opportunities to increase long-term financial stability through a reduction in the community cost for transit percentage (payroll taxes + fare revenue/all revenues) and costs to operate our fixed route service (general fund operating cost/revenue hour; general fund operating cost/miles traveled).

### OWNER

Christina Shew, Director of Finance

### 2022 Quarterly Milestones

Q2

- Design a cadence for reviewing and discussing department contribution towards financial health targets
- Research benchmark targets, tactics, and metrics

Q3

- Hold cross-organizational listening sessions to brainstorm areas of opportunity to create efficiencies or increase resources (e.g. increase discretionary grant competitiveness)
- Analyze financial information to identify additional opportunities to create efficiencies or increase resources

Q4

- Continue to hold cross-organizational listening sessions to brainstorm areas of opportunity to create efficiencies or increase resources (e.g. increase discretionary grant competitiveness)
- Continue to analyze financial information to identify additional opportunities to create efficiencies or increase resources

### 2023 Quarterly Milestones

Q1

- Utilize research and brainstorming information to develop department financial targets, tactics, metrics, owners, and timeline
- Prepare draft department financial targets, tactics, metrics, owners, and timeline



## INCREASE OPERATIONAL EFFICIENCY

### DESCRIPTION

Increase operational efficiency through analysis and implementation of improvements designed to:

- Reduce unscheduled overtime
- Reduce stand hours
- Reduce layover and out of service time
- Achieve bus operator productivity in line with agencies with the same fleet size as LTD
- Reduce "out of service" on-the-road training time
- Reduce controllable existing material and service costs

### OWNER

Jake McCallum, Director of Transit Operations

### 2022 Quarterly Milestones

Q2

- Identify adequate bus operator to assignment ratio needed to ensure appropriate manpower to cover assignment vacancies caused by absences
- Evaluate vacation and time off requests as compared to labor contract standard, if applicable
- Evaluate trend in unscheduled absences

Q3

Implement a hiring plan to ensure an adequate level of bus operators available to cover assignments as identified in the leave of absence trend

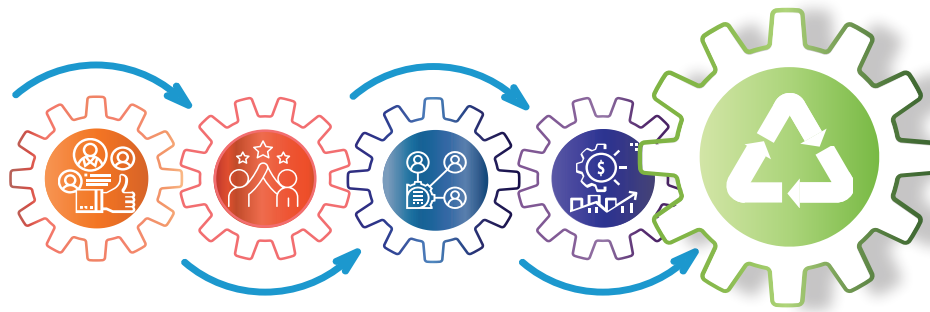
Q4

Manage to desired bus operator to assignment ratio and plan ahead for future vacancies to prevent periods of less than assignment ratio

### 2023 Quarterly Milestones

Q1

Continue managing to desired bus operator to assignment ratio and plan ahead for future vacancies to prevent periods of less than assignment ratio



## Sustainability Work Plan Tactics

Electronic Records Management

Fleet Procurement Plan

Achieve Sustainability Certifications



## ELECTRONIC RECORDS MANAGEMENT

### DESCRIPTION

Implement electronic records management (ERM) across applicable departments with software installation and records retention training. ERM incorporates Q Drive organization to delete duplicate records and records beyond retention requirements while transitioning records to ORMS and/or SharePoint.

### OWNER

Collina Beard, Director of Business Services

### 2022 Quarterly Milestones

Q2

- Complete Fleet PMI Checklist project converting paper to electronic format stored in ORMS
- Increase the number of staff using ORMS for record retention
- Procurement team utilizing ORMS for fully executed contracts and supporting documentation
- Materials Management utilizing ORMS for weekly RFQ's and inventory cycle counts
- Historical Ordinances and Resolutions transitioned from Q Drive to ORMS

Q3

- Percent of full bins to the shredding service vendors
- SharePoint clean-up for Business Services completed
- Increase number of records stored in ORMS
- Assist departments, as needed, with transitioning records to ORMS
- Assess historical document inventory
- Plan and schedule scanning with SIS NW INC., as needed, for permanent records

Q4

- Develop ERM training for new hires
- Staff actively using the ERM software on a regular basis
- Review, finalize, and update ERM procedures
- Evaluate expansion of ORMS utilization for LTD (email, workflow, etc.)



## FLEET PROCUREMENT PLAN

### DESCRIPTION

Development of a fleet procurement plan that will inform the types of fuels/technologies LTD plans to invest in over the next 15 years to allow the District to meet both its service obligations to the community and the goals outlined in the Board's Climate Action Policy and Fleet Procurement Goals.

### OWNER

Matt Imlach, Director of Fleet

### 2022 Quarterly Milestones

Q2

- Finish fatal flaw analysis and identify priority fuels/technologies
- Provide update to the Ad Hoc Sustainability Committee
- Information posted to website for general public to stay informed about the project
- Email communication sent to public stakeholder list at least once

Q3

- Draft scenarios developed
- Information posted to website for general public to stay informed about the project
- Email communication sent to public stakeholder list at least once

Q4

- Final fleet procurement plan adopted
- Information posted to website for general public to stay informed about the project
- Email communication sent to public stakeholder list at least once

### 2023 Quarterly Milestones

Q1

- Community Investment Plan (CIP) updated with results of Fleet Procurement Plan
- Begin to collect bids/quotes for work needed to be done to support Fleet Procurement Plan





## ACHIEVE SUSTAINABILITY CERTIFICATIONS

### DESCRIPTION

LTD voluntarily signed on to the APTA Sustainability Commitment in 2014 when LTD achieved a certification level of Silver. The commitment asks for periodic updates of sustainability performance to the industry standards set in the commitment and LTD seeks to be a leader in this area.

### OWNER

Matt Imlach, Director of Fleet

### 2022 Quarterly Milestones

Q2

- Finish greenhouse gas inventory update for FY2019 and FY2020
- Share results with Ad Hoc Sustainability Committee

Q3

- Collect necessary data and set appropriate goals for APTA sustainability certification
- Share results with Ad Hoc Sustainability Committee

Q4

Achieve certification for APTA Sustainability Commitment at Gold level or higher

### 2023 Quarterly Milestones

Q1


- Begin implementation work for identified goals and stretch goals for application process
- Set timeframe for next round of reporting to APTA



**“** I see this as a great way to focus and measure what we do every day to our why!

– Cosette Rees  
Director of Customer  
and Specialized Services

# PERFORMANCE Scorecard

<b>LTD Scorecard</b> 		
<b>Customer Satisfaction</b>	Performance metrics that measure LTD's success at delivering customer satisfaction.	<b>30 points</b>
<b>Employee Engagement</b>	Performance metrics that measure the level of employee engagement.	<b>25 points</b>
<b>Community Value</b>	Performance metrics that gauge LTD's success at achieving perceived community value.	<b>20 points</b>
<b>Financial Health</b>	Metrics that measure how well LTD is performing financially.	<b>15 points</b>
<b>Sustainability</b>	Performance metrics that measure LTD's achievement of environmental goals.	<b>10 points</b>
<b>TOTAL</b>		<b>100 points</b>

## HOW TO READ THE SCORECARD

# LTD Scorecard



PRIMARY STRATEGIC PRIORITY	METRIC	QUARTERLY PERFORMANCE					POINTS		DEFINITION	INFORMATION SYSTEM
		GOAL	Q1	Q2	Q3	Q4	GOAL	EARNED		
CUSTOMER SATISFACTION										
							TOTAL	30		
							TOTAL	25		
COMMUNITY VALUE										
							TOTAL	20		
FINANCIAL HEALTH										
							TOTAL	15		
SUSTAINABILITY										
							TOTAL	10		
OVERALL PERFORMANCE SCORE								100		

# LTD Scorecard



PRIMARY STRATEGIC PRIORITY	METRIC	QUARTERLY PERFORMANCE					POINTS		OWNER	DEFINITION	INFORMATION SYSTEM
		GOAL	Q1	Q2	Q3	Q4	GOAL	EARNED			
CUSTOMER SATISFACTION	Overall Customer Satisfaction	Establish baseline					8		Cosette	% of customers who are satisfied or very satisfied with LTD services.	Customer Satisfaction Survey
	Overall Net Promoter Score	Establish baseline					8		Cosette	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD, Promoters are 9-10 and Detractors are 0-6.	Customer Satisfaction Survey
	Customer Impression of On-Time Performance	Establish baseline					3		Cosette	% of customers who agree or strongly agree that buses usually arrive on-time.	Customer Satisfaction Survey
	Actual On-Time Performance	≥ 90%					3		Tom	% of trips completed within the scheduled on-time window (no more than four minutes past the scheduled time for arrival and departure).	CAD/AVL
	Customer Impression of Safety & Security	Establish baseline					2		Cosette	% of customers who agree or strongly agree that they feel safe and secure when riding LTD.	Customer Satisfaction Survey
	Accidents Per 100,000 Miles	<2					2		Tom	Number of accidents per 100,000 miles.	Monthly Report KPIs
	Customer Impression of Bus Operator Courtesy	Establish baseline					2		Cosette	% of customers who agree or strongly agree that bus operators are courteous.	Customer Satisfaction Survey
	Bus Operator Complaints Per 100,000 Boardings	Establish baseline					2		Jake	Number of complaints directly related to bus operator performance per 100,000 boardings.	Ittrak
TOTAL							30				
EMPLOYEE ENGAGEMENT	Employee Net Promoter Score	Establish baseline					8		Taryn/HR	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD as a place to work, Promoters are 9-10 and Detractors are 0-6.	Employee Survey
	Employees Understand How Their Performance is Linked to LTD's Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that their work is important for LTD to reach its goals.	Employee Survey
	Employees Agree Leadership is Invested in Their Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that Managers/Leadership are invested in their growth and success.	Employee Survey
	Employees Agree They are Provided with the Tools Needed to Work Successfully	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that they are provided with the tools needed to work successfully.	Employee Survey
	Internal Customer Satisfaction	Establish baseline					5		Taryn/HR	% of employees who are satisfied or very satisfied with internal support functions.	Internal Customer Satisfaction Survey
TOTAL							25				
COMMUNITY VALUE	Community Perception of LTD Value	Establish baseline					8		Tom	% of community members who agree or strongly agree that LTD provides value to the community.	Community Survey
	Community Partner Perception of LTD as Trusted Leader	Establish baseline					7		Tom	% of partner agencies such as the City of Eugene and LCOG that agree or strongly agree that LTD is a trusted leader in the community.	Community Survey
	Access to Frequent Transit (Total Population)	Establish baseline policy					2		Tom	% people and jobs within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the COA)	Remix
	Access to Frequent Transit (Minoritized Population)	Establish baseline policy					3		Tom	% low-income, communities of color, seniors, and people with disabilities within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the COA)	Remix
TOTAL							20				
FINANCIAL HEALTH	Operating Cost per Boarding	75%					8		Tom	Total operating cost divided by total boardings, percentile in comparison to peer agencies.	ABBG Reporting
	Maintenance Cost Per Mile	\$.98/mile					4		Matt	Total preventative and repair costs exclusive of fuel costs, divided by total miles.	Monthly Board report
	Vehicle Hours per Labor Hour	≥ .86					3		Tom	Total vehicle hours divided by total operator labor hours.	ABBG Reporting
TOTAL							15				
SUSTAINABILITY	Greenhouse Gas Emission Reduction	70%					3		Matt	% reduction in greenhouse gas emissions from owned vehicles in comparison to the 2018 baseline.	GHG Inventory
	Fleet Transitioned to Electric	25%					2		Matt	% of fleet that is transitioned to electric vehicles.	Fleet Replacement Plan
	Renewable Fuel Consumption	70%					3		Matt	% of non-fossil fuel consumption (fuel from renewable sources such as waste, plants, animal products, etc) as a percent of total fuel consumed.	Spreadsheet
	Overall Ridership Increase	9,865,000					2		Tom	Number of unlinked trips (recover to 2019 levels).	APC
TOTAL							10				
OVERALL PERFORMANCE SCORE							100				



[WWW.LTD.ORG](http://WWW.LTD.ORG)